THE WYBC HEELER GUIDE

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The Yale Broadcasting Company, Inc., is a non-profit corporation chartered by the State of Connecticut. According to its By-laws, the organization's purposes are:

> A. As an undergraduate organization of Yale University, to serve in the interest of the student body in bringing to it original radio entertainment and productions.
>
> B. As and educational medium, to train and instruct its members in the field of radio, both in its technical, program, and public service aspects in conformity with standard practices and procedures of the radio industry as set forth by the Federal Communications Commission and the National Association of Broadcasters.
>
> C. To serve as a communications link between the Yale community and surrounding area, bringing the resources of the University to its neighbors, and fostering closer contact between the two groups for the benefit of both.

The Yale Broadcasting Company courrently operates two stations. WYBC is a closed-circuit, carrier-current AM station which reaches all colleges, the Law School, and the Hall of Graduate Studies. At present, its programming is carried by telephone line to Connecticut College for Women, in New London, where low-power transmitters belonging to WCNI (but supplied by WYBC) carry the signal to all houses. WYBC-FM is a stereo FM station, broadcasting at a frequency of 94.3 megahertz with a power of 1200 watts. At present, it operates on a twenty-four hour a day schedule. WYBC 640 also broadcasts twenty-four hours a day. It carries separate programming from FM from 3 pm to 1 am, mainly consisting of rock-and-roll; the rest of the day's programming is identical to that of WYBC-FM.

WYBC-FM's programming policy is to provide entertainment and news features not available elsewhere ot its audience. In 1969,

this means that the station programs primarily "progressive rock," with a smattering of classical music, jazz, and traditional folk music. In addition, WYBC-FM's programming includes New Haven's only regularly-scheduled soul music show, weekdays from 9 to 11 pm, and Saturday from 9 am to 1 pm. A twice-weekly program of Black Community News is also currently being presented on an experimental basis, with the hope and intention of making this a permanent feature of our programming.

Both WYBC and WYBC-FM suspend regular programming schedules when necessary to provide coverage of significant events at Yale and in New Haven as a whole. Such events range from speeches, for example, that of Mrs. Martin Luther King, to coverage of election returns. A regular schedule of news and productions is also followed. Recent productions have included a study of student unrest, an interview with Mr. James Farmer, and a telephone question-and-answer program on the subject of draft counseling. Yale President Kingman Brewster, Jr., has been our guest in similar programs.

Actual operation of the station(the singular refers to all of our operations) is in the hands of the General Board, made up of all those undergraduates who have completed the WYBC heel. Primary leadership comes from the Executive Committee, consisting of a Program Director, a Station Manager, a Treasurer, and a Chairman. A second level Operations Board includes the following positions: AM Manager, FM Manager, Technical Director, News and Productions Director, Sports Director, Public Relations Director, Community Affairs Director, Secretary, Business Manager, and Sales Manager. All terms of office of the Executives are one year, from January to January; Executives must be Juniors when elected. Positions on the Operatins Board are appointive; members of the Board are both Juniors and Sophomores. The Chairman heads the Board of Governors, which otherwise consists of non-students, which oversees the activities of the corporation.

The station supports itself through sales of advertising time.

Our only employee is a "Commercial Manager," actually a salesman, who works on a commission basis. Billing, business management, and a good deal of local sales are handled by members. WYBC 640 is represented nationally by the Ivy Network Corporation, a New Haven (actually, WYBC) based student-run organization which acts as a sales agent for fifteen closed-circuit college stations in the Northeast. In January, 1969, a non-exclusive agreement was signed with Progressive Rock Media, Inc., to act as the national sales representative of WYBC-FM.

We do not expect Yale University to finance WYBC, at any time or in any way. We do hope, however, that the University will accept the responsibility for the construction of our new studios and will aid us in seeking financial assistance from outside donors to help us meet our other needs, technical and so on. It is quite obvious that we could never bear the burden through our advertising revenues.

By engaging in many facets of broadcasting, we are at the same time building ourselves. Our activity is a supplement to an academic curriculum--a place where alert imagination and creative intelligence can find expression on a practical level. A group spirit exists at WYBC and this spirit is caused by a membership which senses, each in his own way, that this experience is a highly rewarding one. While we freely admit that WYBC endeavors to do something for its members, now numbering close to one hundred, we also submit that we have done something for the University, for the City of New Haven, and for college radio. Our programming is designed with all three in mind. We hope to continue and to improve upon our past service in the years to come.

THE NEWS HEEL

Through our station, the Yale Broadcasting Company reaches two audiences: The Yale Community, and southern Connecticut in general. Our programming, therefore, must be aimed at both of these groups.

In News, this means a minimum of trivial Yale news. We do , however, cover stories of general interest which occur on campus; Yale being what it is, there are many of these. Furthermore, the use of UPI provides us with a solid foundation in world and national news, as well as providing many Connecticut stories.

Productions are generally played on FM only (while news is usually simulcast on FM and AM.); therefore, we aim at a more adult, less Yale-oriented audience.

In an attempt to give solid training while not killing any heeler, the News and Productions heel will require:

1. Working one day a week, for a few hours, om a "News" day, thus acquainting the heeler with copywriting, story-covering procedure, interviewing, and general news procedure. Heelers will be required to tape speeches and lectures on campus for the WYBC tale archives and cover other stories on their own News Day at the disgression of the Daily News Editor. Most instruction will occur on this day.

2. One 15-minute taped project of your own choosing. This can be a creative project, and can deal with any airable subject; however, the News Director must approve of your decision. This is a Production, and must be of air quality.

3. Several meetings of the News and Productions Hell will be held to provide basic information on copywriting, interviewing procedure, etc. supplementary to that presented on the News day.

4. Heelers must read and will be quized on the "UPI Stylebook" and on the News Manual.

5. Heelers will meet with the News Director for lunch or dinner in small groups to discuss the heel during its duration. News procedures will be discussed, and everyone will get to know each other. WYBC is, after all, partly a fraternal organization.

ORGANIZATION OF THE DEPARTMENT

News and Productions Director
|
Daily News Editors (1 each day)
|
News Staff
|
Heelers (bottom)

SHIFTS

Five minute newscasts: 9 AM and 9 PM Sunday-Friday. These include news(WIB) and weather from UPI.

Ten minute newscasts: 11 PM, Sunday -Friday. "Retrospect" Includes news(WNR) and weather from UPI, also actualities from Yale and New Haven.

Fifteen minute newscasts: 6 PM daily, and 12 Noon Sunday-Friday. Evening Roundup includes news (WNR) and UPI weather. Actualities are from New Haven. Stock report at 6:15 mon-fri.

This Week at the United Nations (TWATUN), a aproduction: 6:15 PM Sunday. (received by mail from the UN.)

Yale Reports: (Production) 6:30 PM Sunday. Prepared by the University.

The following are not on a regular schedule, but are aired as often as possible:

Talk of the Town : (Prod.) Telephone answering by distinguished guests.

Inquiry: (Prod.) Meet-the-Press type panel show.

Focus: (Prod.) Original productions.

Forum: (Prod.) Relay of important speech made on campus or in New Haven.

GENERAL INFORMATION

I. Any station member may do a production, e.g., for Focus. Talk to the News Driector if you're interested. Similarly, any station member can do a news shift, although members of the News Department get first choice of shifts. If you're interested, talk to the N.D.

II. After doing his shift, the newsreader places all used copy in the appropriate tray in the Studio (2). Only exceptions:
--stories which are to be read in the next news, which are left on the desk in Studio 2.
--all Sports, which are placed on the Sports pin in the UPI room.

III. Basics of Copywriting (Check News Manual and UPI stylebook for more complete information.)

1. Include who, what, where, when, and how.
2. Write in the form of an inverted pyramid: heavy, key news at top, lesser stuff, details, lower.
3. Update: In radio, there's no place for a day-old story.
4. WRITE FOR THE EAR, NOT FOR THE EYE...it's going to be read to the listener, he won't see it and can't go back if he misses something. Ergo, make it clear. Catch Zattention with the first phrase. Watch out for multisyllabicwordsandcomplicatedphrasesandstructures which will tongue-tie the announcer. Use dashes and dots for spacing. Use short sentences. Use contractions if they sound better.

IV. Actualities: The actual voice of a person connected with a news story, taped or live over the telephone.

1. Use 602 or Norelco cassettes.
2. Take the necessary equipment:free tape, take-up spool, mike stand, mike, power cord, extensions for mike and power, the WYBC-IVY mike tag if there will be a photographer present. (Free PR.)
3. Selectthe part you want...edit if necessary, but don't change the meaning. (cutting necessary words may change the meaning.)
4. Make actualities short, terse, and to the point. Generally, not over 20 seconds.
5. Transfer from tape to cartridge.
6. Mark the time and subject on the cartridge. Make sure it's properly cued up.

7. WRITING THE STORY:
   a. See III above.
   b. The actuality goes on top(but not as the lead).
   c. Frame the actuality with the speaker's name: within five words of the start and finish.
   d. Don't repeat what the actuality says. e.g., Don't say "Mayor Lee told Kingman Brewster to go to hell." and then play a tape of Mayor Lee saying "go to hell."
   e. The announcer's copy should tell him the first few words(so he can get the right type of accent on the intro), the last phrase (it's his cue), and the time. For example:

... said Mayor Lee:

ACT: "I think Kingman...
8 seconds
...should go to hell."

As Mayor Lee was saying these fateful....

V. Telephone tapes:

1. We must tell the person we're taping that he's being

taped...both before and after we do it. If he wishes, give him your questions and offer to call him back after he's prepared an answer.
2. Have your equipment set and ready to go when you make the call...Remember--you're representing WYBC to the community.
3. Our telephone lines are normalled into the console; after connecting the call, you just hit the appropriate remote button, and the telephone conversation is going into the console. To record it, just patch Line Out into one of the tape recorders and follow normal recording procedure.

THERE IS A NEWS MANUAL AND A UPI MANUAL (STYLEBOOK) ON THE NEWSDESK. READ THESE. THEY EXPLAIN THE ABOVE IN MORE DETAIL AND INCLUDE OTHER IMPORTANT INFORMATION, SUCH AS UPI ABBREVIATIONS, EXAMPLES OF GOOD WRITING, ETC. READ THESE.

PRODUCTIONS DEPARTMENT

Purposes:

1. Public affairs productions make the station a respected vo8ce in New Haven and Connecticut.
2. Productions give the station a public voice by enabling WYBC to point out important issues and views that should be known concerning Yale, New Haven, Connecticut, the U.S., and the world.
3. Productions (especially Talk of the Town) reflect listener opinion.
4. Productions may help to change, reshape or clarify public opinion.
5. Besides the educational type of production, productions provide a vehicle for creative entertainment,
6. Therefore productions serve one or a combination of three purposes: education, information and entertainment,

Relationship to the News Department:

As of January 1968, the production and news depts. became a coordinated unit. However, both are to retain their distinctive personalities. The benefit of this system is:

1. A better exchange of information, ideas and material that is used by both departments will result. This will also eliminate wasteful duplication of material at the expense of time and money.
2. It will allow people to gain experience in both areas as well as providing a larger manpower force from which each area may draw in time of need.

PROCEDURE:

TAPE for a production may be obtained from Productions or News Director. It is of course an advantage to conduct interviews at the station in studio three for better quality control. However, when this is inconvieninet the portable 602 should be used. For a short interview the Norelco is acceptable. From a technical aspect, all completed productions should conform to WYBC's high air standards. The editing, writting, etc., of a production can only be learned through EXPERIENCE. Completed tapes should be labeled with:

1. The title
2. Program on which to be used
3. Date of program.
4. Subject of production.
5. Exact length of air time the tape will run.

ALL of these productions must be filed with the other productions after being used. This is the duty of the supe. However, the producer of the tape must place the tape in the day drawer for the day it is to be played.

AIRING TAPED PRODUCTIONS:

1. cue tape on 351.
2. Patch output into a BUS, and into a CRII remote.
3. Start tape with NEMO.

THE COMMUNITY AFFAIRS DEPARTMENT

The Community Affairs department is one of the newest departments at WYBC. Formed in December, 1968, when the current by-laws were adopted, it has two primary functions. First, it is the aim of the Community Affairs department to make the listeners of WYBC aware of problems and promises that exist within the city of New Haven. Secondly, it is the aim of this department to make the listeners of WYBC aware of the role that Yale University plays within the city of New Haven, and, hopefully, aware of the role that Yale could play in the community.

The director of the community affairs department sits on the Operations Board of WYBC, but beyond this, the department has no formal structure. The director takes care of the important Public Service Announcements (PSA's) which are aired on WYBC and, in close cooperation with the News Department attempts to produce special feature programs for WYBC with the two broad goals of the department in mind. All station members are encouraged to suggest possible projects to the department and, hopefully, to work with the department to produce as many special programs of interest as possible.

The heel of the Community Affairs Department is run in cooperation with the news department since the overlap between the two departments is so great.

242-A YALE STATION
NEW HAVEN, CONNECTICUT
865-6400

yale broadcasting company, inc.

THE WYBC PUBLIC RELATIONS DEPARTMENT

The Public Relations Department has two functions at WYBC. These are Feedback and Promotion. Feedback involves all areas of activity which endeavor to characterize, describe, and locate our listening audience, both AM and FM. We are such that most all of our off-campus audience analysis will be done by professional survey organizations, i.e. Pulse or ARB. However, by means of contest responses, etc., we will be able to fill in gaps of knowledge left by the professional surveys. As for our AM audience, the problem of polling is somewhat more to our size. We will establish two standard polling procedures. One will be spot telephone polls for the entire Yale campus, e.g. Old Campus, residential colleges, Law School, HGS. and Helen Hadley Hall. These will be run periodically throughout the year at the discretion of the Program and PR Directors. A more comprehensive poll will be run quarterly to determine certain characteristics about our Yale audience, such as their comsumption habits, their day-to-day listening habits, and their ability to receive WYBC. The purpose of all this information will be to tell us how our programing is being received by our audience, to indicate how our programing may be improved, and, of course, to provide the Business Department with information for commercial purposes.

SUBSCRIBER
NAB
Radio Code of Good Practices

THE PR DEPARTMENT, continued.

Our promotional activities will be divided into several areas of responsibility. There will be on-campus promotions for WYBC-AM, off-campus promotions for WYBC-FM, and on-the-air promotions for both stations. Promotions are generally of an ad-hoc nature, however certain continuing activities will require responsible leadership, including cross-promos, program guide production, play list production and distribution, buying newspaper advertising and writing copy, production and distribution of periodic posters and flyers, and maintaining the sonn-to-be-renovated Yale Station Display Case.

In conclusion, this is but a quick look at the responsibilities and functions of the Public Relations Department. Whatever we do, we hope to always be able to derive both feedback and promotional value from each project. We hope to be creative in keeping with the "professional" image of WYBC. Paramountly, whatever we create, we want to EXECUTE--EXECUTE COMPLETELY AND THOROUGHLY. Half convieved and half completed projects are useless and wastefull. Only be executing creative ideas will we produce the kind of image that we the members wish the Yale Broadcasting Co. to have on the Yale campus and in the New Haven community.

To: Dave Larkin
From: Greg Waples, Sports Director

The Sports Heel

The primary function of the sports department is to produce competent, informative broadcasts of a variety of Yale athletic events. In the Fall, WYBC regularly broadcasts each football game, both home and away. These broadcasts are done exclusively by members of WYBC, and is an exciting experience for interested sporties. In the Winter season, WYBC regularly does Yale hockey and basketball games, in many cases producing one broadcast for AM and the other for FM. In all other cases, the event is simulcast on AM and FM. The Spring will see the return of Yale baseball to the air. Additionally, several specials may be produced at the discretion of the sports director. These specials are events of significant ~~xx~~ interest to Yale and the community to make the production worthwhile. Such an event will be the coverage of the Yale-Stanford swim meet in February.

The sports department is also responsible for the daily Sizing-Up-Sports programs, heard each night after Retrospect. Pressbox, an intermittently produced half-hour tape on some aspect of Yale's athletic scene is another production that is done by the sporties of WYBC. Each week before the game in football season, a special interview with Carm Cozza is prepared, and run the preceeding Thursday, and again right before the game.

The general requirements of the sports heel will be the completion of at least two (2) play-by-play tapes in a sport of the heeler's choosing: either basketball or hockey in the spring heel, or football in the fall heel. The sports director may also deem it necessary for prospective broadcasters to participate in simulated remote casts, utilizing all remote equipment and procedures, but having the signal monitored at the station in lieu of being aired. This process gives the sports director opportunity for instant evaluation of performance by phone. It also familiarized broadcasters with game conditions, and engineering techniques and problems. Heelers should make themselves available for such events, which will generally be of JV or freshman games preceeding the varsity broadcasts.

The heeler will also be expected to assume some of the burden of preparing the nightly summary of the university's athletic events for Sizing-Up-Sports.

Each heeler will be expected to make and edit a 15-30 minute taped interview with some Yale sports figure. Said tape must be of <u>air</u> quality (as determined by the sports director) and should reflect thoughtful planning and creativity.

~~T~~ ~~Xxxx~~ An individual project, to be approved by the Sports Director, will also be undertaken and completed. Such a project ~~wi~~ay be in the form of an interview, a special report, or some device that will help WYBC's sports department function more smoothly in the future.

The Sports Heel at WYBC will hopefully be a training ground for prospective broadcasters, as well as a useful contributor to the station. Each heeler will be expected to be a knowledgeable spectator of sports in general, for the heel will not be sufficiently long to teach basketball theory, etc., to the novice. It is informative, articulate observation and commentary that makes a successful production, at least as much as voice quality and the ability to memorize names and numbers. The heel, above all, however, is to be an enjoyable experience, albeit demanding.

Qualifications for Sportscasting

The qualifications for play-by-play broadcasting and the successful completion of two play-by-play tapes, each approximately ten minutes in length. These tapes must be listened to separately by the Sports Director, in the prescence of the would-be broadcaster. Additionally, simulated remote broadcasts monitored and criticized by the Sports Director may be required. Upon the completion of these requirements, if the Sports Director feels that the broadcaster is competent (as defined by the Sports Director), the broadcaster may join the play-by-play staff. If not, the broadcaster may make additional tapes, or give up.

Remote Procedure

A. Inform Chief Engineer about remote well in advance--one week's notice is advisable.
   1. Use Remote Order Sheet or check with Chief Engineer personally
   2. Chief Engineer is responsible for ordering telephone line

B. Fill Remote staff
   1. 2 broadcasters (or 3)
   2. 1 engineer at game
   3. 1 engineer at station--usually the shifter who would ordinarilly be shifting at this time.

C. If sports remote is away, obtain transportation.

D. If sports remote is away, inform Office of Sports Informatin well in advance (one week) about the prospective broadcast. This is absolutely vital to good relations with the DSI.

E. Day of remote

1. Pick up equipment
   a. Remote unit (Bimode or Baby Gates)
   b. Microphones (usually one 676 and one cone)
   c. Wire clippers
   d. screwdriver
   e. extra wire
   f. extension cord (extra long)
   g. continuity (up to date)
   h. WYBC banner
   i. electrical tape
   j. earphones
2. Go to game or site of remote. Allow plenty of time (at least one-half hour)
3. Arrival-set up equipment-start sending signal down line
4. After several minutes, make call
   a. If home, direct phone will be available
   b. If away, call person-to-person, 8656400, Collect to Ted Molligan or Tony Adinolfi.
      1. If refused, everything's CK
      2. If accepted-straighten out problems--quick.
5. Engineer's countdown--time checks every minute or so for last 5 minutes before air time
6. 30 seconds dead air just before air time at remote site
7. Take-in: "Yale Sports are on the air."
8. Take-out; "This has been a WYBC sports presentation."

Business Department.

The business dept. of WYBC is broken down into two major divisions. These are sales and administration. (see separate sales section) The treasurer oversees the operations of both divisions and is a member of the executive board. Beneath him are the sales and business managers.

Duties of:

Treasurer: The treasurer in addition to being a supervisor of the entire business operations is responsible for preparing the station budget. Figures are projected for an entire year with, however, the understanding that the second semester figures are only preliminary estimates. It is also the responsiblity of the treasurer to see that the financial statements for each year get prepared. This is done in conjunction with our accountants. The treasurer also reports to the general board each month concerning the financial condition of the station. A final specific duty of the treasurer is that of handling all forms for the Internal Revenue Service as well as the FCC. These forms include tax returns, quarterly financial statements, quarterly witholding forms as well as sales tax and other reports. Finally the treasurer counter-signs all checks with the chairman.

Business Manager: The business manager is responsible for the day to day transactions that involve the station. The business manager, with an assistant, is in charge of the books, making entries for all expenses and receivables. He is also in charge of billing advertisers for spots that have been run. As part of his job, the business manager checks for unauthorized or unreasonably high expenditures and brings these to the attention

of the treasurer for possible action. The business manager supervises all the office work at WYBC. He checks to insure that all spots have been brought to the attention of both the traffic manager and continuity director. The business manager is the one person who is closely concerned with the day to day details of operation and must be on top of the situation at all times. Finally by working with the sales manager the business manager provides a co-ordianating link between the two divisions of the business department.

Sales
Traffic
Continuity sections should follow these two pages.
R.B.K.

THE TECHNICAL DEPARTMENT HEEL

In the past, WYBC Tech Heel has emphasized teaching the details of the operation of WYBC equipment to heelers who already knew electronic theory. This year the tech heel is completely new, emphasizing the teaching of technical theory to heelers without any past tech experience.

Beginning about the fourth week of heel, when departmental heels start, the tech depatment will require all tech heelers to attend two theory meetings a week, at which we will teach electronic theory from the bottom up.

About the sixth week of heel the number of tech meetings a week will drop to one, and each heeler will be assigned a "tech heel supe" usually the day techie on his shift day, who will advise and supervise the heeler on his department project, a required part of the heel. These projects are generally new equipment construction or major repairs, but there is a great deal of leeway as to just what the individual heelers project may be.

The last week of heel all tech heelers will be required to take a tech exam which, combined with the tech project and a personal evaluation of each heeler's promise as a techie, will determine the heeler's departmental grade.

PSS/td 1/69

PROCEDURE FOR GETTING ANYTHING FIXED

is being completely revised, and will be explained by your shift day's Heeler Guru as soon as the new procedure has been worked out.

PSS/td 1/69

CONTROL ROOM I

From the first Saturday of the heel until its conclusion in April, CR I will be the center of the heeler's on the air broadcast training. On the other hand, his exposure to the operation of CR II may be somewhat limited, but many fundamental techniques of broadcasting are common to both AM and FM programming and may easily be learned and practiced in CR I.

Control Room I, properly called the Clark Memorial Control Room, is the origin of nearly all of WYBC's closed circuit programming and contains, in addition to the finest AM broadcasting equipment in New Haven, a vast collection of rock and roll recordings dating back to 1954. The room was refurbished a few years ago and provides a welcome change from the dull surroundings that greeted heelers in years gone by.

The heart of CR I is the Altec-Lansing 250A console. This piece of equipment was formerly the FM console in CR II. In the spring of 1966 it was replaced by the Collins stereo console presently in use, as part of our conversion to FM stereo. The design of the 250A is ideal for rock broadcasting, as easily accessible controls and color coding make it easy to learn and operate, while hinged construction facilitates repairs and maintenance. One drawback, however, is that the unit has been disowned by its manufacturer and direct replacements are not available,

a great headache to our tech department.

In addition to the console, CR I contains other equipment to help the announcer produce a tight, professional air product. On both sides of the engineer's chair are new Collins instant-start turntables. To his right are two ATC automatic tape cartridge machines. All of these instruments can be controlled (and normally are) from the cluster of buttons directly in front of the engineer. The rack to the left contains tape cartridges on which various jingles, intros, and commercial announcements are recorded. The microphone, an ElectroVoice 666R cardiod, is so mounted that the announcer may either engineer his own show or sit opposite the control board while another person operates the board. The former practice is called combo-ing.

Although a 640 broadcast may be completely controlled from CR I, there are other pieces of equipment between the console and the receiver on the Old Campus. The console merely mixes the low level voice and music signals, amplifies them, and sends them to the christmas tree, in CR II. This automatic swithhing device send the signal to the 640 trnsmitter in the Hendrie Hall basement and/or to WCNI. In addition to the 640 transmitter (called Ray after the manufacturer, Raytheon, and operating at 200 watts) is the 540 transmitter, Nora, built by WYBC and also operating at 200 watts. The outputs of the two transmitters are joined by a piece of equipment called the diplexer which,

becaused it has not been working for almost a year, is the reason why many freshman heeler may never have heard 540. The output of the diplexer goes into a cable that distributes WYBC's AM broadcasts, via the Yale steam tunnels, to every college and to various other buildings. Each branch terminates in a device which injects the signal into the electrical system of that building. Thus, in this carrier-current system, the electric wiring of each college serves as the antenna.

PSS/td 1/69

CONTROL ROOM II

In general, Control Room II is the origin of FM programming. The control room consists of the two main parts, the console and the patch board and monitoring devices at the operator's back.

The console is a Collins 212S-1 stereo console. Its output is a single two signal line; that is, only one program at a time can be sent through the 212S. (As opposed to the CR I console, which can theoretically send out two programs simultaneously.) The console is specially designed to send out a stereo program, although a monaural program can be sent through it by sending the same signal through both channels.

On the operator's left and right are Gates turntables. The on-off switch and speed selector are on the turntables.

On the far left of the console is the christmas tree. The christmas tree is a switching device that determines what AM station (640 or WCNI) is originating in what control room. To demonstrate its use, let's go through a sample station switch. To start, 640 is coming from CR I and must be switched into CR II. The button marked 640/CR II is pressed so that it blinks red. At the moment of the switch, the button marked EXECUTE is pressed and the 640/CR II button turns a steady green, indicating the station switch has been made.

You should be familiar with most of the console. On the

top part, the part with a white background, the most important feature is the VU meters. These monitor the levels on the left and right stereo channels, respectively. On the right is the monitor level pot and the monitor function selector, with self explanitory markings. On the far right are function toggles for remote lines one to four. In the up position they are connected to the pot below. In the down position they put the remote input on the cue speaker, when the cue speaker function switch is in the RMT (remote) positon. These switches for the remotes are normalled as labelled.

In the center of the bottom section of the console is the cue speaker. Below it are cue level pot and function switch.

There are six mixing pots on the console, each operating in the same fashion. The pot inself controls the level. The upper toggle selects the function, or the input to come into that pot. For example, mixer 1 brings in remote 5 in the left position and remote 8 in the right position. The bottom toggle puts this input either on the output line (PGM) or on the audition monitor (AUD).

On the far right of the console are the on-off buttons for the 640 and 540 transmitters, FM, and the stereo function of the FM transmitter. The stereo button should legally be off when broadcasting non-stereo programming for more than a few minutes.

Now to the meters and other monitors behind the operator. On the left panel at the top is the frequency deviation meter. It tells how many cycles from 94,300,000 cycles per second our signal really is. Below are meters for, from left to right, total voltage going to the power stage of the transmitter, total amperage being drawn by that stage, and total current at the antenna. The reading on the third meter, squared and then multiplied by 50, is the total output power, hopefully one thousand watts. The readings from all four meters should be entered on the transmitter log every half hour, and THEN adjusted to appropriate values.

Below is a McIntosh AM-FM tuner, identical to the component in any home stereo system. It can be used to tune our monitors to any radio station. Usually it is tuned to 94.3.

On the top of the right panel are the McMartin FM stereo monitor and the McMartin pilot monitor. The stereo monitor contains VU meters similar to those on the console. The difference is that the console meters monitor the signal going to the transmitter; the McMartin monitors the signal going out over the air. The pilot monitor checks the frequency of the 19 KC pilot, a part of the stereo signal that tells the stereo reciever how to separate the left and right channel signals. Below is the CBS Audimax. The Audimax is the final authority on our output level. In general, it should read between

-2.5 and +5. IF THE AUDIMAX IS PINNED OVER +10, YOUR LEVEL IS TOO LOW NO MATTER WHAT ANY OTHER METER SAYS. The Audimax will soon be joined by a Volumax, allowing us to further increase are average volume level. Below the Audimax is a signal generator used for test and repair purposes.

This brings us to the patchboard. The CR II patchboard is the main patchboard in the station. There are three types of patches: break, bridge, and bus. A break patch diverts the signal into the patch cord. It BREAKS the signal, which can no longer continue on its original path. In other words, if 640 is on the air in CR I, and you put a patch cord in the CR I OUT patch, you take 640 off the air. Needless to say, care should be used with break patches. All break patches are marked in red on the board.

Bus patches carry a signal from one control room to another. If you plug a microphone in BUS A in CR II, then plug BUS A in CR I into the CR I console, speaking into the mike in CR II will produce a signal on the CR I console.

Bridge patches extract a signal, but do not break the original signal path. Bridge patches are used to monitor or to bring a signal into a console without breaking the original signal path.

PSS/td 1/69

THE CHRISTMAS TREE

WYBC operates four radio stations out of three control rooms. The program lines from control rooms I, II, & III all have terminations on the patchboard in CR II, as do the lines to Ray, Nora, WCNI, and Payne Whitney. Therefore it is possible to use any control room as a program source for any station through the use of the patchcords.

Patchcord switching, however, is not efficient enough for everyday operations. Therefore there is a switching matrix in CR II, known as the Christmas Tree, which controls the program sources for 640 and WCNI. Note that FM and 540 do not appear on the Christmas Tree; this is because the bulk of our FM programming originates in CR II anyway.

To execute a station switch using the Christmas Tree, one first selects the program sources for the respective stations by pushing the proper buttons. The buttons, and the analogous station status lights in the other control rooms and studios, will then start flashing red. This indicates the nature of the upcoming switch. When the EXECUTE button is pushed, the program sources are switched cleanly (there is no click on the air) and the flashing lights turn green.

An example may serve to make this more clear. At 11:00 the news (Retrospect) is simulcast from CR II. Prior to this 640 is coming from CR I, along with WCNI. So, a few moments before 11:00, the 640/CR II and WCNI/CR II buttons are pushed, and they start flashing red, along with the

640 and WCNI lights in Studio II. The 640 and WCNI lights in CR I, which have been green, will start flashing green at this time. At EXACTLY 11:00, the EXECUTE button is pushed, and the intro is started. It is imperative that the EXECUTE button is pushed exactly on the hour, since CR I will supply program all the way up to that time. Once the switch has been executed, the 640/CR II and WCNI/CR II buttons on the Christmas Tree, and the 640 and WCNI lights in Studio II will be green. The 640 and WCNI lights in CR I will be off.

In short, the Christmas Tree is the switching device for 640 and WCNI. A green station status light in any CR or Studio indicates a station has been switched there. Flashing green indicates the station is about to be switched away, flashing red indicates it is about to be switched in.

PSS/td 1/69

Control Room III

A great deal of activity at WYBC centers around the recording of the human voice and the modification of already existing tapes and recordins to our own needs. Control Room III and the Recording Studio are used primarily for that purpose. In addition, one live program, Talk of the Town, normally originates in Studio III. CR III contains two turntables, one double channel console, two built-in tape recorders (an Ampex 351 and an Ampex 602) and a great deal of peripheral equipment (i.e. a microphone, cue system, patchboard, etc.). The portable 351 is often found in this room also.

In general, Studio III is the source of all live recording and contains the microphones and furniture essential to this purpose. There are a number of female cannon plugs in the walls and floor which carry the microphonic signals into the Control Room. Each is numbereed at both ends.

Just below the Studio mike outputs on the blue-paneled rack in CR III are five cannon plugs (male) which are the microphone inputs to the console. They appear on Pots 2-6 respectively. The CR mike appears as a normal (i.e. needs no patching) on Pot 7. The two turntables in the room are similarly normalled into Pots 8 and 9 respectively. These are the only pots on the console which have a cue position. All other inputs to the console must come through one of the nine remote circuits available to the console, though, as a rule, a maximum of two external signals can be mixed at once. Although these external sources must come through the remote system

mentioned above and appear on either Pot 1 or Pot 10, they need not always be patched through the patchboard (cf. below). At the moment, every remote in CR III has a normalled input, an input that is superseded by any source which is patched into the corresponding remote patch. Each normal is clearly labelled above its respective button.

The console itself, an old Collins model, has two completely separate internal channels, Channel 1 and Channel 2, and two completely independent outputs, Line 1 and Line 2, such that it is possible to control two separate and distinct programs through this console. The switches that match either Channel with either Line are located just to the medial end of each row of remote buttons. Each Channel has its own VU meter and its own master amplifier, controlled by the respective channel pot (right-hand side of the console). Each of the microphone pots has an associated relay to cut the appropriate speaker (monitor), either in the Control Room or in the Studio. This eliminates the possibility of feedback. The CR monitor can be fed from either Channel and its volume controlled by the left-hand pot in the second row.

CR III also contains a tape cartridge machine with both playback and record units. Inputs to and outputs from (aside from the normalled output) are available through the patchboard located directly underneath the record unit.

The patchboard contains breakrpatches for the program lines out of the console, remote patches for inputs to the console, tel patches to bring signals from the telephone terminal box, bus patches for inter-studio communication, various monitor

patches, and patches to get in and out of the cartridge machine, the 351, and the 602. A recent addition to CR III is the reverb (echo chamber), also with input and output on the patch board.

The room also contains two bulk erasers for magnetic tape and other equipment for splicing and editing tapes.

PSS/td 1/69

MEMO: To all station members

FROM: The chief engineer

CONCERNING: Remote procedures

I am especially concerned with establishing lines of communication between the person who orders the tel lines (me) and the person who is producing the show and the person who engineers from the station and the supes of the day involved. So until further notice, the following is standard procedure when organizing a remote of any kind.

1. Obtain the proper form from the supe's office or the operations office.
2. Fill it out properly. The questions shouldn't need any explanation.
3. Place the completed form in the Chief Engineer's box AT LEAST FIVE days prior to the broadcast, and the sooner the better.
4. Part B will be completed by me and the form then placed in the box of the day for which the broadcast is scheduled.
5. The supes of the day are then responsible for seeing to it that the shifter ordinarily on the air a the time of the remote engineer at the station, and also for seeing to it that he fills out his share of the form.
6. At the end of the broadcast, the now completed form is returned to the Chief Engineer's box.

PSS/td 1/69

WYBC Remote Broadcast

A. To be completed by the producer of the show:

1) Name of producer:
2) Date of request (allow a bare minimum of 5 days):
3) Date of broadcast:
4) Exact origin of broadcast:
5) Scheduled Air time:
6) Exact time line is desired:
7) Approximate good-night time:
8) Name and phone # of a contact at the other end:

9) Remote engineer:
10) Broadcast personnel at remote:

11) Special equipment needed:

B. To be completed by Chief Engineer:

1) Date line requested: from:
2) Class line used:
3) Rate:
4) Tel line used:
5) Long distance repair number: } 777-6436 or
6) Number for good-night time: } 771-4242

C. To be completed by Station Engineer:

1) Name:
2) Quality of take-in:

3) Quality of remote and station engineering:

4) Technical difficulties:

5) Time of good-night call:
6) Other comments:

REMOTE PROCEDURE

A. Preliminary Procedure

1. The person in charge of producing the remote broadcast must obtain the proper form (see sample in this section), fill it out properly and place it in the Chief Engineer's Box at least two days prior to the broadcast.

2. The person in charge of the remote must notify the public relations director of the exact time, date, and nature of the remote broadcast far enough in advance to allow for sufficient promotion.

3. The chief engineer must complete his part of the form, notify the telephone company of his order for a tel line, and place the form in the box of the day for which the broadcast is scheduled.

4. The person in charge of producing the remote must fill the remote staff.

   a. Two or three broadcasters

   b. Engineer at remote

   c. Station engineer is the shifter who would ordinarily be on the air at that time.

5. The person in charge of the remote is also responsible for obtaining transportation to the remote.

6. If an away sports remote, the sports director must inform the Office of Sports Information well in advance about the prospective broadcast.

B. The Actual Broadcast (day of the remote)

1. The supes of the day are responsible for seeing to it that the shifter serving as station engineer is reminded to show up, and also for seeing to it that the station engineer fills out his part of the remote form.

2. The broadcast personel and remote engineer must:

a. Pick up equipment:

Remote unit (mini-Gates or big Gates)

Microphones (at least 2, usually unidi., never 666's)

Continuity (up to date)

Headphones

Extension cord (loonng)

WYBC banner

Wire clippers

Electrical tape

Extra wire

Screwdriver

b. Arrive at the site of the remote AT LEAST ½ hour in advance of air time (preferably longer).

c. Set up equipment properly and start sending the signal down the line.

d. After several minutes make remote call:

i. Person-to-person, collect, 865-6400, for either Ted Molligan or Tony Adinolfi.

ii. If refused, everything's okay.

iii. If accepted, straighten out the problem quickly!

e. Send time checks every minute or every 30 seconds for 15 minutes or so before air time.

f. Have 30 seconds of dead air immediately prior to air time.

g. Use standard introdution: "Yale Sports are on the air."

h. Use standard take-out: "This has been a WYBC sports presentation."

3. At the end of the broadcast the now completed remote broadcast form should be returned to the Chief Engineer's Box.

NOTE: If the remote broadcast is not a sports presentation the above procedure should be followed except where not applicable. (eg. intro, take-out, etc.)

PSS/td 1/69

THE TRAFFIC MANAGER

The duties of the traffic manager are:

1. Preparation of the daily program logs for both AM and FM broadcasting. These logs are the basis of all that is broadcast on WYBC and WYBC-FM, and are required by the FCC for all public broadcast stations. The traffic manager prepares the program logs from the schedule of programming supplied by the Program Director and the time orders submitted by station members who have sold contracts. He collects the information, transfers it to punched cards, and submits in as input data to a processing program which creates the actual printed forms. This program, WYBC AUTOLOG, was developed by WYBC specifically for this purpose; however, it is not necessary that the traffic manager be familiar with its internal operation - his only function is to supply the input data.

The log form itself contains all the information necessary to air commercial and promotional announcements during all broadcasts of the day. There are columns indicating the type of announcement and its origin (e.g. live, tape cart, tape cart with live tag, etc.), all of which are filled in by AUTOLOG. The shifter need only complete two columns - actual time and signatures. He must indicate the exact broadcast time to the nearest minute of all announcements listed during his program, including station identification, commercial and promotional announcements, public service announcements, and any others which may be listed. In addition, if he broadcasts an announcement which is not already logged, he must enter it in the appropriatetime period, complete with all the requried information.

An abbreviations key is provided at the end of each day's log for this purpose. Finally, the shifter must sign the log in the signatures column when he begins and ends his broadcast, and must specify the time in each case. It is the duty of the traffic manager to notify announcers who repeatedly fail to complete the program log correctly, and continued infraction may deprive the shifter of his reght to broadcast. After two general warnings to the shifter, the traffic manager may request that the respective band manager take such action.

2. Maintenance of a file of the completed logs to be presented to the FCC. It is essential that a complete and accurate file of all logs be maintained, for improper broadcast records constitute sufficient grounds for rejection of an application for broadcast license renewal.

3. Maintenance of a complete time order file. The time order is the individual's menas of ensuring that his contract for commercial broadcasting will be fulfilled. It contains all the information necessary to allow AUTOLOG to schedule the proper announcements, and consequently must be filled out completely. The form contains the name of the client, title of the broadcast, the solicitor, the starting and ending dates of the broadcast, the length of the spot, the band on which it is to be aired, the origin, the type of broadcast it is, and a detailed time shcedule of the broadcasts. Time orders should be submitted to the traffic manager as far in advance as possible.

4. Preparation of the legal affidavits which certify the broadcast of commercial announcements. The affidavit is a legal certification by WYBC that the indicated announcements have broadcast

as specified. Occasionally, sponsors will require that these forms be sent to them, and AUTOLOG will provide them if specified. A complete file of all commercial broadcasts beginning June 1, 1968, is being kept in the form of computer cards in the business office.

The traffic manager is a member of the business department, responsible to and appointed by the business manager. He needn't have extensive computer training; with some explanation, most anyone could learn to program AUTOLOG accurately. It is expected that in the near future, however, AUTOLOG will have to be re-written because of its limited capacity and slow speed. When this happens, the billing may be incorporated in AUTOLOG, and chances are that the traffic manager will have to be somewhat versed in computer techniques and languages.

[For Heeler Book]

The Continuity Groove

Eric Hertz, C.D.

Essence of Continuity

Continuity=radio advertisement

"Spot"=unit of continuity time-wise (ie. 60 sec., 30 sec., 10 sec., subliminal (outlawed by FCC)).

The Continuity Families

A) Written contiuity--that which is written down, and inscribed (placed) in the Blue and Brown continuity books (CR 1 and CR 2 respectively). Such may be already prepared by the sponsor or his agency, or may be left to the discretion of the continuity "groover."

B) Recorded continuity--such as uses the total radio medium of sound and sense experience. Is produced by recording the message with appropriate sound background--ie., "bed"--on a an automatic tape cartridge.

The Game

Written continuity necessitates utilization of the prescribed continuity blank, obtainable in the Business Office, and adherence to its standards. In such written copy, length is of the essence, and must coincide to the line with the grids on the continuity blank (ie.-- 5 lines=20 second spot; 15 lines = 60 second spot). Copy must be typed and duplicated for submission to the sponsor before or during its "airing."

The Game (cont.)

Recorded continuity requires a working knowledge of CR 3 in all its facets. Most "groovers" find this the most exciting aspect of continuity work, enabling a personality-infused and artful rendering of the "spot" as well as a literary one. The voice message is supplemented with a musical, mystical, or chaotic background, or bed, giving each spot its characteristic flavor. Recorded continuity sets the pace for our station image, instilling vitality and creativity in the air product.

Fond Acquaintances

Traffic manager--responsible for logging and filing the spots. A necessary cog in the continuity wheel.

AM and FM Managers--responsible for the quality of the air product. Recognition of a considerable discrepancy between AM and FM "quality" will be critical in continuity writing and recording.

Sales Manager--responsible for supplying the continuity "groover" with continuity orders for newly-acquired accounts; for supplying skeletal facts to be the substance of the spot, and/or directions for contacting the sponsor himself for the acquisition of these facts; the transmission of prepared continuity to the sponsor.

Shel Van Dolen--a necessary spoke in the continuity wheel.

You and Continuity

Continuity is nothing if not imaginative, creative, exciting. Charismatic personalities are always in demand by the department, although if you have a flair for charisma, you'll know it. And

if you have a flair for writing and/or slick recording and editing, you'll enjoy this "groove."

#

STANDARD CONTRACT FOR SPOT BROADCASTING
(Recommended by NAB-AAAA, 1960)

YALE BROADCASTING COMPANY, Inc.
242-A Yale Station, New Haven, Conn.

(Agency's Order No. _____)

69 Virginity Lane, December 7, 1941
(Place and Date)

AGREEMENT between Joe Heeler called "agency" and THE YALE BROADCASTING CO., INC., WYBC called "station" to broadcast radio programs of Sadie's (Advertiser)

House for Whores as specified below:

for (Product): NAME OF PROGRAM: P.O.P, CXR, JXR.

Length of Broadcast	Hour	Days	Times per Week	Total No. Times
20 sec.	9 pm	M,W,F	6	36
60 sec.	11:30pm	T,Th,S	6	36

Date of First Broadcast	Date of Last Broadcast
Feb. 1, 1967	March 20, 1967

Program Material Arrangements

WYBC

Commercial Announcements WYBC

Continuity WYBC (or: Sadie's)	Live Talent —	Transcriptions

Additional Instructions

(INCLUDE HERE AM OR FM)
(Also whatever the advertiser has to say about how she wants the ads.)

RATES	Net Station Time	Talent	Line Service	Other Charges	Total
Each Broadcast:	$4/5.80	$	$	$	$4.00/5.80 per broadcast
36/36 For 144.00/208.80 Broadcasts:	$	$	$	$	$ 352.80 for contract

Less Agency Commission: 15 per cent of Station Time Charge; _____ per cent of Talent Charge.

In return for said service the Agency agrees that PAYMENTS are to be made to the station as follows:

one payment (or whatever you agree)

The first payment to be due May 1, 19 67

WITNESS our hands and seals the day and date first above written.

TO BE SUBMITTED FOR APPROVAL.

Joe Heeler Agency
(Correct Legal Name)

By Joe Heeler (your signature)
(Station Representative)

Per Sadie Setup (her Signature)

Title Madam

Business Address 69 Virginity Lane

YALE BROADCASTING CO., Inc.

Accepted by Joe Member (Bus. Manager) SIGNATURE

City New Haven State conn.

Title Business Manager

(Provisions on reverse side hereof, and attached hereto, if any, are a part hereof.)

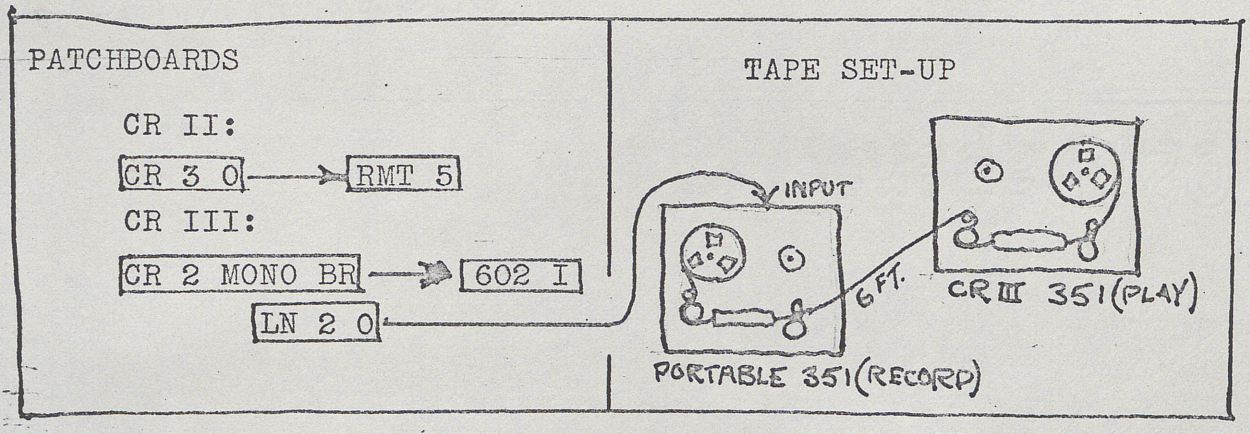
TALK OF THE TOWN--ENGINEERING AND PROGRAM PROCEDURE

A. Preparation
Patchboards: (see illustration.)

Consoles:
CR II: Remote 5 Pot on program channel. (Leave this pot turned down till a minute before air time, so you can test equipment in CR IIIwithout going over the air.)

CR III:
1. Line 1 switch to Channel 2
2. Line 2 switch to channel 1
3. Monitor switch to Channel 2
4. Two mike pots (each controlling a table mike in Studio III) to channel 2
5. TT 1 pot to Channel 2
6. Remote 1 button (351 out) punched on left remote bank. Left remote pot to Channel 1.
7. OFF button punched on right remote bank. Right remote pot to Channel 1.

Equipment:
1. Theme (presently Bloch's Concerto Grosso #1) cued up on turntable.
2. 602 recording air check from CR II bridge.
3. Both 351's in motion:
First 351 is recording. Second 351 is in Play mode. These are several feet apart, and delay is produced by the time tape takes to travel the distance. (see illustration)
4. Continuous censor cart in motion, but not punched on either remote bank (yet).



B. Setting Levels and Timing the Delay Interval (The Set-It-and-Regret-It Method):
1. Press any phone remote on Right bank. Adjust level on Channel I VU meter to O DB (100%)
2. Place first 351 in Record mode, and adjust its VU to O DB with REcord ~~xxxx~~ level pot.
3. After waiting 10 seconds, adjust VU of second 351 (which should be in playback mode) to O DB with Playback ~~xxxx~~ level pot.
4. Adjust left-hand remote pot so that Channel 2 VU reads O DB.

Now, ideally, the only levels you'll ever have to adjust are those of the mike pots and the right-hand remote (phone)pot.....but don't count on it.

5. With monitor switch on Channel 2, press OFF button on right remote bank. Watch clock, and time the interval which elapses between the punching of the OFF button and the cessation of the sound of the dial tone through the monitor. This is your delay time. Use it well. (should be around 10 seconds.)

C. The Show Itself

(Channel 1 is the live channel. Channel 2 is the delayed air channel, which the listeners hear.)

1. At precisely 8:30:00:00, begin theme on Channel 2. (Anything sent over Channel 2 is heard on the air immediately.)
2. Fade theme and cue monitor.
3. Moderator/BS's live, over channel 2, until:
4. .....the first call! Engineer answers. Tells caller to turn down his radio in the background to prevent feedback, etc. (It's also a good idea to ascertain that the listener is calling in reference to Talk of the Town, rather than to request a record or ask about some contest he won last Wednesday.) Then, tell the caller that the next voice he hears will be the moderator's, and he'll be on the air. Put him on hold. (The phone remote buttons in the right bank remain OFF during this time.)
5. Engineer signals moderator that there is a caller. (Holds up fingers to indicate # of phone line.). (Don't get smart.)
6. When ready, moderator must say, "We'll be taking our next call in just a moment."

THIS INITIATES THE TRANSITION FROM LIVE TO DELAY.

7. One engineer Immediately punches appropriate phone remote on right bank, and moderator immediately begins speaking to caller. Meanwhile, the other engineer (who should be listening to 602 with earphones):
   a. Switches both mike pots to Channel 1.
   b. Switches monitor to Channel 1.
   c. Fades up TT I, still on Channel 2.
   d. Fades down TT I as soon as he hears "pop" in earphones. He should then hear the beginning of the phone conversation which actually began 10 seconds ago. If things are all right, remove earphones and listen only to monitor from here on.

IF ANOTHER CALL COMES IN DURING A CONVERSATION:

8. Engineer gives new caller the same spiel and puts him on hold.
9. Signals moderator that another caller awaits.

WHEN A PHONE CONVERSATION ENDS:

10. Engineer immediately punches OFF remote on the right bank. (The ommission or otherwise inadequate execution of this step results in an obnoxious dial tone being inflicted on our listeners.
11. When the moderator begins the next call (which may be immediately after completion of the previous one,) engineer punches appropriate phone remote in right bank. If no new call is waiting, moderator BS 's until next call.

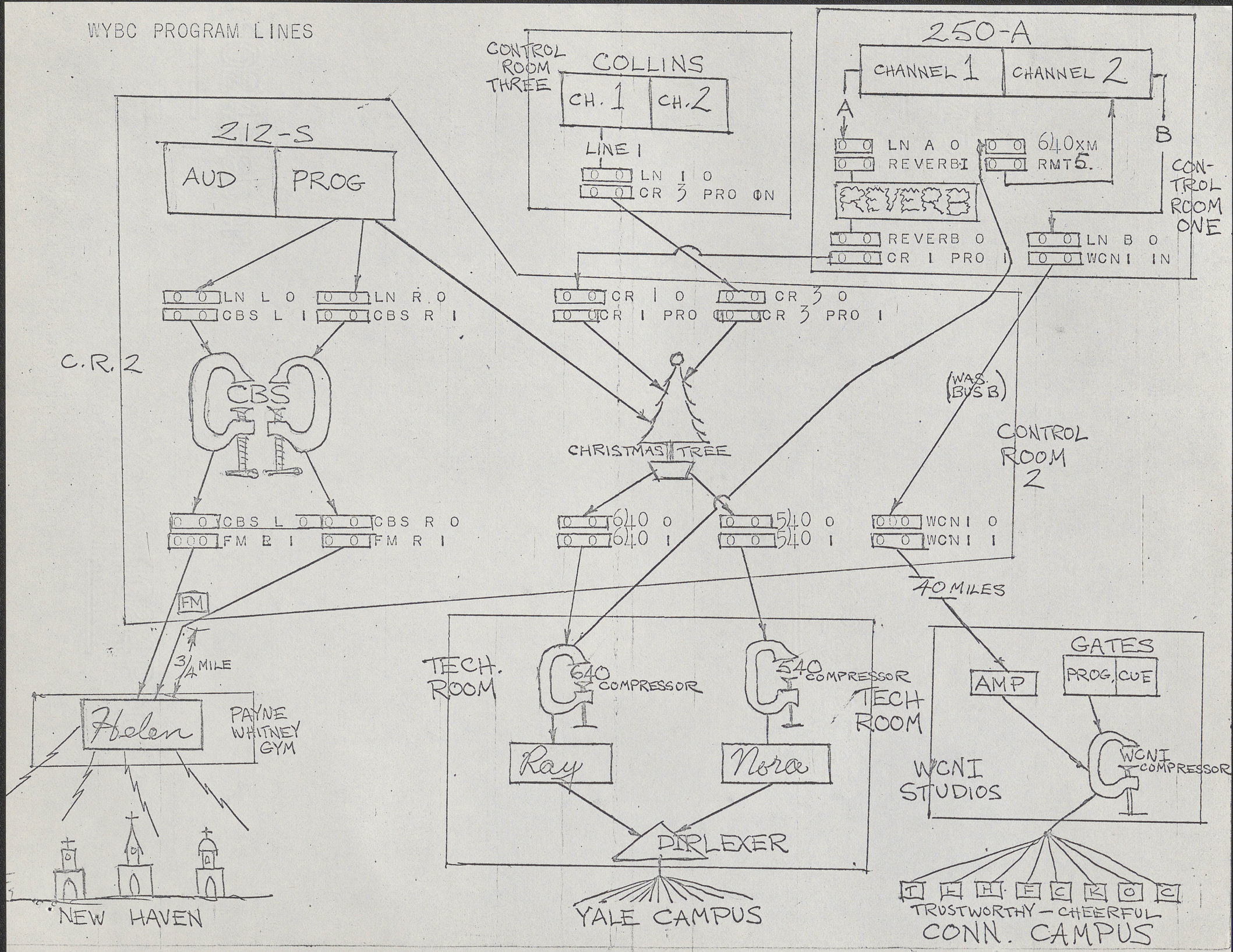
IN THE EVENT OF AN OBSCENITY:*

12. Engineer immediately punches OFF remote on Right bank. Then, in calm but rapid succession, he:
13. Immediately switches monitor to Channel 2 (air channel.)
14. Listens to the replay, waiting for the naughty word to come around (it can't be more than 10 seconds away). Then, in the proverbial Nick of Time, he presses ATC remote button on left bank. This serves the double purpose of removing the 351 from the air, and replacing it with a weird but highly beneficial sound.
15. After 5 seconds (which seem longer), remote 1 (351) is re-punched on left bank, and monitor switch is returned to Channel 1.
16. Meanwhile, moderator has hung up immediately upon hearing obscenity, and, after remaining silent for 5 seconds, has begun to BS lamely to audience. (The 5 second break allows time for censoring.)

XXXXhe
TAKE-OUT:

16. TT I is switched dead-pot to Channel 1 (same channel as moddrator's mike.)
17. Theme is faded up under moderator's take-out. Moderator should never end later than 20 seconds before the hour, since the 10-second delay will then leave just 10 seconds before the hour, for the break. (This is the ideal situation. We have every reason to feel that it may one day occur.)
18. Engineer in CR II fades down remote 5 program pot at 10 seconds before the hour, or a few seconds after he hears moderator's last word (whichever comes first). Then, gives station ID, and the evening continues as though nothing had happened.

* In cases of borderline obscenity, the ultimate decision of whether or not to censor lies with the moderator.


WYBC PROGRAM LINES
212-S
AUD
PROG
CONTROL ROOM THREE
COLLINS
CH. 1
CH. 2
LINE 1
LN 1 O
CR 3 PRO ON
250-A
CHANNEL 1
CHANNEL 2
A
B
LN A O
REVERB I
640 XM
RMT 5.
REVERB
REVERB O
CR 1 PRO I
LN B O
WCNI IN
CON-TROL ROOM ONE
LN L O
LN R O
CBS L I
CBS R I
CR 1 O
CR 3 O
CR 1 PRO I
CR 3 PRO I
C.R. 2
CBS
CHRISTMAS TREE
(WAS. BUS B)
CONTROL ROOM 2
CBS L O
CBS R O
FM R I
640 O
640 I
540 O
540 I
WCNI O
WCNI I
40 MILES
FM
3/4 MILE
TECH. ROOM
640 COMPRESSOR
540 COMPRESSOR
TECH ROOM
GATES
AMP
PROG. CUE
Helen
PAYNE WHITNEY GYM
Ray
Nora
WCNI COMPRESSOR
WCNI STUDIOS
DIPLEXER
NEW HAVEN
YALE CAMPUS
TRUSTWORTHY — CHEERFUL
CONN. CAMPUS

The Chairman

The activities of the Chairman of WYBC far exceed the duties listed by the By-laws. Officially, he acts as Chairman of the Board of Governors, Chairman of the Executive Committee, Chairman of the General Board, and general representative of the organization to all outside groups. But this list is, to say the least, rather limiting, and the individual serving as Chairman finds that the post involves much more than just presiding at meetings.

The Chairman must keep tabs on what is happening throughout the station, on the programming, technical, and business sides, in order to be able to answer questions put to him by people ranging from station members to the President of the Chamber of Commerce to the Dean of Yale College. He is expected by all to know exactly what is going on. He must make sure that the entire membership of the General Board, now numbering nearly 100, is working well together, and enjoying it.

In all things he does, the Chairman must be tactful; first, because he does not, except by tradition, actually have the final power to make financial and programming decisions himself, and thus must work with, not against, the people who do; secondly, because, as Chairman, he is often called upon to arbitrate between two (or more) very sincere, but disagreeing, station members on various issues, ranging from shifts to bad debts.

The Chairmanship carries a great deal of responsibility, but the Chairman has few formally defined powers. He must depend on tradition and persuasion to make sure that the station runs well, up to the standards which he feels it must meet, in

order that he can conscientiously fulfill the obligations he has accepted from the General Board.

The Chairmanship is an unpaid position.

Supervisors

A. Selection: At least three members of the station are expected to volunteer to supervise each day of the week. If there aren't enough volunteers, the program director may see fit to "ask people to volunteer."

B. Duties

1. Unlock and lock the station at the beginning and end of of the broadcast day, respectively.
2. Turn on and off transmitters and consoles.
3. Receive any visitors to the station.
4. Receive any special phone calls and complaints.
5. Make sure both AM and FM program logs are completed properly.
6. Make sure the FM transmitter log is completed properly.
7. Make sure that all personnel for the day are notified.
8. Know all special programming for his day.
9. Check-up on UPI machine.
10. Be in charge of heelers for his day.
11. Make sure the station is kept clean.
12. Sign out any equipment needed.
13. Write out supe reports.
14. Fill any unfilled shifts.

C. Supe Reports

1. Exist to let those who cannot spend every minute of every day at the station know what happened and what is going on, and to let shifters read evaluations of their performances.
2. Should contain constructive criticisms of all shows that are aired--they should be intelligent, urbane, witty, concise yet complete, constructive without omitting criticisms, enlightening, and profound.

WYBC MEMBERS- SPRING 1969

EXECUTIVE BOARD

Bob Kaplan	3040	ES	624-2308
Dave Larkin	3251	MC	772-2298
Dave Weinberg	701	JE	776-4927
Gordon Weingarth	848	BR	772-0596

OPERATIONS BOARD

Phil Dismukes	899	BR	772-3443
Steve King	1622	TD	772-2056
Scott Lewis	1622	TD	772-2056
Dave Parsons	1395	DC	772-1576
Rob Robson	1431	PC	772-1277
Pete Schay	430	CC	772-2356
			777-1079
Allan Sellers	489	CC	772-0418
Pete Turza	1343	DC	772-2337
Greg Waples	1028	SC	772-0014
Mike Levy	3053	ES	865-3487

1969

Ken Devoe	954	BC	776-0153
Tom Guterbock	1707	SM	624-1757
Quent Lawson	3334	MC	787- 5688
Steve Malsin	1825	SM	562-7739
Scott McLanahan	943	SC	776-0071
Juan Montermoso	566	BC	777-4533
Lee Mundell	793	BR	865-0017
Hughes Norton	837	BR	865-5555
Bill Obalil	1797	SM	787-0439
Bob Santulli	3339	MC	777-3767
Steve Schneebaum	1184	TC	865-2842
Andy Schnier	1826	SM	777-0805
Alan Zaur	1846	SM	787-1893

1970

Greg Awdziewiez	1221	TC	562-3571
Bob Blank	890	BR	624-0322
Carl Boell	2935	ES	562-4216
Jim Burnley	1421	PC	776-6291
George Daffin	3364	MC	772-2239
Frank Diamond	2980	ES	772-0528
Bryan DiSalvatore	1722	SM	624-7055
Jim Durchslag	1507	PC	776-6345
Dan Fink	1619	TD	772-0854
Skip Freedman	461	CC	777-0385
Jon Friedland	1655	TD	787-1025
Tony Gaslevich	1342	DC	772-0032
Fred Graf	514	CC	624-0208
Jim Greenhalgh	675	JE	776-0943
Steve Krauzer	1720	SM	776-7797
Bruce Krueger	397	CC	772-0394
Charles Lipson	642	BC	777-3217
Roger Lustberg	2922	ES	624-0251

1970 (con't)

Mitch Marks	1021	SC	
Ron Matchett	2987	ES	772-0678
Don Metznik	903	BR	562-8690
Clyde Murphy	1703	SM	
Barr Potter	1857	SM	787-0001
Mike Rocca	2912	ES	562-0826
Spence Rugaber	497	CC	772-0446
Josh Sanes Inact	433	CC	772-0931
Jeff Schulman	946	SC	772-2949
Fred Shessel	1451	PC	865-1507
Bruce Soloway	1619	TD	772-0854
Ross Tonkens Inact	491	CC	772-0395
Paul Weissman	1599	TD	776-0478
Lou Weller	1688	TD	624-7954
Bob Witkowski	1647	TD	776-5321

1971

Emmitt Anderson	1510	PC	787-2047
Bill Bates	1199	TC	776-6796
Dave Berg	1431	PC	772-1277
Steve Brisker	655	BC	772-2745
Bob Brown	1377	DC	772-1767
Bart Carter	1638	TD	865-5702
Ken Christian	1733	SM	772-0706
Dave Dalto	628	BC	865-2930
Jeff Harris	1868	SM	772-0425
Steve Heckel	814	BR	772-0295
Eric Hertz	1901	SM	772-0620
Bob Jampol	813	BR	772-1989
Mitch Kapor	2958	ES	772-0273
Harry Levitt	893	BR	772-0403
Rich Manson	995	SC	772-2620
Richard Merkt	1638	TD	865-5702
Dan O'Brien	505	CC	772-2577
Bill Porter	1339	DC	772- 1739
Tim Powell	813	BR	772- 1989
Bob Prechter	807	BR	772-0754
Pete Rotwein	506	CC	772-2157
Bill Scheiderich	724	JE	772-2649
~~Bob~~John Schultz	685	JE	865-4769
Bob Shapiro	1224	TC	776-8044
Mouse Skolnik	871	BR	562-2340
Brian Strom	1386	DC	772-1839
Andy Wiesenthal	1733	SM	772-0706

Miscellaneous Nos.

Craig Baskerville 655 BC 772-2745
Lang Baker 1540 PC 772-3337
Kevin McKean 121 Highland Ave. 488-7012
Kevin McKeown 42 1 st Street
Hamden, Conn. 624-8755
Rich Sanders 121 Highland Ave.
Branford, Conn. 488-7012
Jeff Menkes 787-1776
Ken Sharpe 865-5558
Al Woods 865-0076
UPI Repairs 288-0555
Att Test Board 771-5122 2202
934-3491
Naples Pizza 776-9021
Pizza House 865-3345
Yale Daily News 787-5791
Yale University 787-3131
Campus Police Ext. 727
Audio Visual Ext. 357
Music Library Ext.2464
Remote Trouble, Goodnight 777-6436
Business Phone of WYBC 865-3451
Tony Adonolfi 865-6400
New Orleans Information 1- 504-555-1212
Dial a Prayer 776-3557

Jim Durchslag 391 Crown ST.
562-3910

Board of Governors:

Mr. John Q. Tilson, Jr., partner in Wiggin and Dana, Attorneys in New Haven. Serves through 1969.

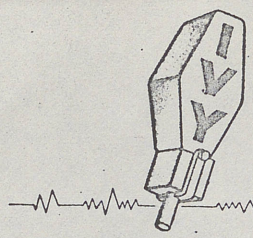
Mr. Alex Smallens, II. WYBC alumnus, now Director of the WABC-FM Network. Serves through 1971.

Mr. David Walker, Editor of Yale Reports and head of (future) Yale ETV Station. Serves through 1973.

Mr. Louis Bruce, Executive Secretary of the Zeta Psi Club of North America, formerly with Compton Advertising (retired). Serves through 1975.

Dean John A. Wilkensen, Dean of Undergraduate Affairs, Serves through 1973.

Mr. Peter Gallagher, Sales Development Manager, WNHC-TV. Serves through 1975.



THE IVY NETWORK CORPORATION

THE IVY NETWORK

The Ivy Network consists of fourteen college radio stations serving prominent east coast campuses, including the eight of the Ivy League. Founded in 1948, the Ivy Network is the oldest college radio network in the nation.

THE AUDIENCE:

The selective admissions policies and high academic standards of the fourteen affiliated institutions assure a highly intelligent and sophisticated listening audience. 72% of the students served by the Ivy Network plan to pursue some form of post-graduate education. It is a matter of history that their superior training aids the graduates of these schools in becoming leaders in business, government, and education. The Ivy Network reaches these future leaders at an age when their opinions, consumption preferences, and occupational plans are still flexible.

THE STATIONS:

All fourteen stations are owned and operated by student corporations independent of their respective college administrations. All operate on a non-profit basis and exist solely on the basis of advertising revenue. This dependence on commercial advertising assures that the stations of the Ivy Network will provide responsible service to all sponsors, both on-the-air and in non-broadcast promotions.

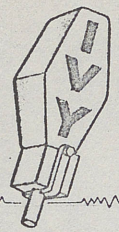
PROGRAMMING:

Specialists in their own markets, the fourteen stations of the Ivy Network cater to the listening preferences of their own campuses. Since each campus is treated individually, program content at each college appeals to the greatest percentage of <u>that</u> student body.

THE MEDIUM:

Radio provides both entertainment and information. Broadcasting tailored to their individual desires - both as college students and as young adults - draws listeners into the program (and advertising) material. The empathy between station and participating listener increases the effectiveness of Ivy advertising. In addition, the nature of the radio medium is such that the advertising impression reaches <u>every</u> listener.

BROWN: WBRU COLUMBIA: WKCR CORNELL: WVBR HARVARD: WHRB
DARTMOUTH: WDCR PENNSYLVANIA: WXPN PRINCETON: WPRB YALE: WYBC
AND AFFILIATED STATIONS



THE IVY NETWORK CORPORATION

IVY NETWORK STATIONS, COLLEGES, AUDIENCE

	Students on campus
WBRU, Brown, Providence, Rhodes Island	4500
WKCR, Columbia, New York City	7500
WVBR, Cornell, Ithaca, N.Y.	12,400
WDCR, Dartmouth, Hanover, N.H.	3400
WHRB, Harvard, Cambridge, Mass.	12,700
WXPN, U. of Penn., Philadelphia, Pa.	10,000
WPRB, Princeton, Princeton, N.J.	4300
WYBC, Yale, New Haven, Conn.	8300
WRCU, Colgate, Hamilton, New York	1400
WLRN, Lehigh, Bethlehem, Pa.	5300
WTBS, MIT, Cambridge, Mass.	2200
WRSU, Rutgers, New Brunswick, N.J.	10,000
WRUC, Union-Skidmore, Schenectady, N.Y.	3600
WMS, Williams, Williamstown, Mass.	1200

Total potential (on-campus) audience: 86,800.

Audience share (based on IVY Network listening surveys of college student radio listening habits):

Peak (10 pm-midnight)--23.5%--20,400 students

Average (6 pm-1 am)--17.5%--15,000 students

BROWN: WBRU COLUMBIA: WKCR CORNELL: WVBR HARVARD: WHRB
DARTMOUTH: WDCR PENNSYLVANIA: WXPN PRINCETON: WPRB YALE: WYBC
AND AFFILIATED STATIONS

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BY-LAWS OF THE YALE BROADCASTING CO., INC.

Adopted October 4, 1948

and

Amended through November 20, 1968

ARTICLE I. NAME AND PURPOSE.

Section 1. The name of this organization shall be the Yale Broadcasting Company, Incorporated. It is incorporated under the laws of the State of Connecticut as a non-profit organization without capital stock.

Section 2. The purpose of this organization shall be:

A. As an undergraduate organization of Yale University, to serve in the interest of the student body in bringing to it original radio entertainment and productions.

B. As an educational medium, to train and instruct its members in the field of radio, both in its technical, program, and public service aspects in conformity with standard practices and procedures of the radio industry as set forth by the Federal Communications Commission and the National Association of Broadcasters.

C. To serve as a communications link between the Yale community and surrounding area, bringing the resources of the University to its neighbors, and fostering closer contact between the two groups for the benefit of both.

ARTICLE II. MEMBERSHIP.

Section 1. Full Members.

A. Only undergraduates of Yale University are eligible for full membership.

B. Collectively the Full Members shall constitute the General Board.

C. Full members shall attend and participate in all functions; they shall be eligible to hold office and to vote.

D. To be a Full Member, one must:

1. Successfully complete the heeling competition, which shall last between six and nine weeks.
2. Be voted upon by those members present and voting at a General Board meeting.
3. Be either a Daily Supervisor, a member of

the Executive Board or the Operations Board, or an active member of the Public Relations, Community Affairs, News and Productions, Sports, Business, Technical, or Music Library staffs. This requirement may be waived at the discretion of the Executive Board. Committee

4. Comply with all University regulations, including scholarship.

Section 2. Associate Members.

A. Associate members may attend and participate in all functions, but they may not vote or hold office.

B. Candidates for Associate Membership must be approved by two-thirds of the members present and voting at a General Board meeting, and unless they are former Full Members, they must have responsibility for some special project.

C. Former Full Members who have not been deactivated can be made Associate Members by a two-thirds vote of the General Board.

Section 3. Inactive Members.

A. Inactive members may not vote, hold office, or do regular air work, but may attend and participate in all other functions.

B. Inactive status is attainable at the request of a member in a letter written to the Executive Board. Committee

C. Inactive members in good scholastic standing may return to full membership at their request, by means of a letter to the Executive Board.

Section 4. Deactivated Members.

A. Deactivated Members will not be invited to any function and may not vote or hold office.

B. Any Member, with the exception of Second Term Seniors, may be deactivated by a two-thirds vote of those members present and voting at a General Board meeting, or by unanimous vote of the Executive Board.

C. Failure to attend two General Board meetings during the tenure of one Chairman shall be considered just cause for deactivation by the Executive Board.

D. Any member who does not comply with the requirements of Section 1, Part D of this Article may be deactivated.

E. Deactivated Members may appeal their status to the Executive Board and a majority vote of that Board shall be sufficient for reinstatement to Full Membership.

F. If the Executive Board should deny the appeal of a deactivated member, he may then appeal at a General Board meeting, where a two-thirds vote shall be necessary for reinstatement to Full Membership.

G. A Deactivated Member may make two such appeals to the General Board, but in the event he is denied a second time, his deactivated status shall become permanent.

Sect 5 - Removal of members

ARTICLE III. BOARD OF GOVERNORS.

Section 1. The Board of Governors of the Yale Broadcasting Company, Incorporation, shall be comprised of:

A. The Chairman of the General Board, ex-officio.

B. ~~The Station Manager, ex-officio.~~

C. ~~The~~

B. The Treasurer of the General Board, ex-officio.

C. Six other persons who shall:

1. Be elected by a majority vote of the Full Members present and voting at a General Board meeting.
2. Serve for a term of six years on a rotational system, so that one Governor is elected each year.
3. Not be undergraduates of Yale University.

Section 2. Powers and Procedures of the Board of Governors.

A. A majority of the Board of Governors shall be sufficient to take action.

B. The Board of Governors shall meet quarterly, except during the summer.

C. The Board of Governors shall be responsible for the management of the affairs of the Corporation.

ARTICLES IV. MEETINGS.

Section 1. Meeting of the General Board and of the Executive Board will be called by the Chairman. A regular meeting of the General Board will be held the first week of each month of the college year.

Section 2. Special meetings of the General Board must be called by the Chairman when requested by one-fourth of the active members of the General Board.

Section 3. Procedures.

A. Each meeting will begin with a comprehensive report by each of the four members of the Executive Board.

B. Special business such as heeler elections,

officer elections, or impeachment proceedings. will be acted on next.

C. Following special business, items of business may be raised by any member of the General Board.

D. In the discussion of approved agenda items, Robert's Rules of Order will pertain. in all discussion

E. The Chairman may speak on any issue.

Section 4. A quorum will consist of one-third of the Full Members of the General Board, including Second Term Seniors.

ARTICLE V. THE EXECUTIVE BOARD. Committee

Section 1. The following officers of the Yale Broadcasting Company shall comprise the Executive Board: Committee

A. Chairman.
B. Treasurer.
C. Station Manager.
D. Program Director.

Section 2. Method of Election.

A. The officers shall be elected by a majority vote of the members present and voting at a General Board meeting.

B. The election shall take place in November or December of each year, and the new officers shall officially assume their duties at the begining of the second semester.

C. Officers must be members of the Junior or Seniorsclasses, except when a special election for a vacated position is required during the Fall Term immediately prior to a scheduled election, in which case only Seniors are eligible.

D. The election procedure shall be as follows:

1. One week before the announced date for the election of officers, each candidate shall submit to the incumbent chairman a letter declaring his candidacy.
2. The chairman will post the slates of candidates one week before the election, whereupon no candidate may run for an office higher than that for which he declared. He may run for any lower office, with the exception of the candidates for the Chairmanship, who may not run for Treasurer. The offices, in descending order of rank, shall be Chairman, Treasurer, Station Manager, and Program Director.

3. At the election meeting, officers shall be elected in descending order of rank.
4. After all candidates for a given office are nominated, each will speak for no more than five minutes, and answer questions of members for no more than five minutes.
5. Candidates shall speak and answer questions in reverse order of nomination.
6. During a candidate's speech and answering period, all competing candidates for an office shall be absent.
7. After all candidates for an office have been heard, a general discussion shall ensue, in which the nominator of a given candidate may speak first on behalf of that candidate.
8. The general discussion of an office election shall last no more than ten minutes, unless it is extended by a majority vote of the members.
9. All the candidates for the office shall remain absent during the discussion and the vote following it, which shall be by secret ballot.
10. This procedure shall be followed for uncontested elections as well. An unopposed candidate shall consider a vote of less than a majority of votes cast as a vote of no-confidence, urging, but not requiring him, to decline to serve.
11. Only in uncontested elections shall abstentions be counted, and then they shall be considered negative votes.

Section 3. Duties of Officers.

A. The Chairman shall:

1. Preside at meetings of the General Board, at meetings of the Executive Board, and at meeting of the Board of Governors.
2. Submit a report to each meeting of the Executive Board, the General Board, and the Board of Governors.
3. Represent the Corporation, except as otherwise provided in these By-Laws.
4. Have the power to call Special Meetings of the General Board, and all meetings of the Executive Board and the Board of Governors.
5. Have the deciding vote at the General Board meetings in case of a tie; otherwise he shall have no vote.
6. Countersign all of the Corporation's checks in conjunction with the Treasurer.
7. Appoint, subject to the approval of the

General Board, the Secretary and the Community Affairs Director.

8. Serve as Chairman of the Board of Governors, ex-officio.
9. Be President of the Corporation, ex-offido.

B. The Treasurer shall:
1. Be in complete charge of and responsible for the Corporation's finances.
2. Submit a monthly written report to the General Board, a verbal weekly report to the Executive Board, semesterly and yearly written reports to both Bodies, and written reports to the Board of Governors at each of its meetings. These reports shall include statements of the financial condition of the Yale Broadcasting Co., Inc.
3. Be in charge, with the direction of the Executive Board, of developing budgets for all major departments.
4. Submit to the General Board, at the first regular meeting following his election, a general budget for the coming year.
5. Countersign all of the Corporation's checks in conjunction with the Chairman.
6. Be Treasurer of the Corporation, ex-offido.

C. The Station Manager shall:
1. In cases of necessity temporarily assumes the Chairmanship of both the General Board, and the Board of Governors. If the Chairman is permanaently incapacitated, the Station Manager will serve until an election can be held.
2. Be in charge of all broadcasting operations.
3. Appoint Daily Supervisors to assist him, and to help him maintain a daily supervisors report.
4. Be in charge of heeling competitions and heelers.
5. Appoint, subject to the approval of the General Board, the Technical Director.
6. Serve as Chairman of the Operations Board, and have the power to call meetings of that Board, as a whole or in part, as he sees fit.
7. Be Vice-President of the Corporation, ex-officio.

D. The Program Director shall:
1. Be directly responsible for all that goes over the air.
2. Appoint, subject to the approval of the General Board, the News and Productions Director, the Public Relations Director, the Sports Director, the AM and FM Manages, and the necessary Music Directors.
3. Submit a monthly report to the General Board

a weekly report to the Executive Board, and a report to the Board of Governors at each of its meetings.

4. Be Secretary of the Corporation, ex-officio.

Section 4. Powers and Procedures.

A. The Executive Board shall be responsible for the policy of the Yale Broadcasting Co. It shall have the power to execute this responsibility:
   1. Provided that its actions do not constitute a violation of these By-Laws or the responsibility vested in the Board of Governors.
   2. And provided that its decisions are subject to a two-thirds vote recall by the General Board.

B. The Executive Board may be directed to take action on a specific matter by a two-thirds vote of the General Board.

C. A majority of the Executive Board shall be sufficient to take action.

D. The Executive Board shall meet at least once every week during the college year.

E. If the Executive Board is deadlocked on any issue, it will report this to the General Board, who will then decide the issue.

F. The Executive Board shall have the power to appropriate the expenditure of funds, except when any single expenditure would exceed $200 in original payment, in which case the approval of the Operations Board will be required.

G. The Chairman shall draw up an agenda of each meeting of the General Board which must be posted by the Secretary five days prior to the scheduled meeting.

Section 5. Impeachment.

A. Impeachment proceedings may be instituted against any Executive by any General Board member at any time.

B. The member instituting the proceedings will submit to the Chairman a petition for the impeachment, containing the names of at least 25% of the Full Members of the General Board. The Chairman must then call a special General Board meeting within two weeks. Impeachment can occur only at a special meeting.

C. A two-thirds vote of the members of the General Board will be necessary to pass a resolution of impeachment.

D. A Special Election must be held to fill any vacancies, in accordance with Section Two of this Article.

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ARTICLE VI. OPERATIONS BOARD.

Section 1. The following officers of the Yale Broadcasting Co. shall comprise the Operations Board:

A. Community Affairs Director.
B. Public Relations Director.
C. Sports Director.
D. News and Productinns Director.
E. AM Manager.
F. FM. Manager.
G. Technical Director.
H. Business Manager.
I. Sales Manager.
J. Secretary.
K. Station Manager, ex-officio.

Section 2. Method of Selection.

A. All officers, except the Sales and Business Managers and the Secretary, will be appointed by the various members of the Executive Board, as outlined in Article V, Section 3.
   1. All active members interested in any of these posts will submit their names to the appropriate Executive Board members, after the elections.
   2. No sooner than one week and no later than two weeks after the elections, the Executive Board will announce its appointments.
   3. The General Board will then either approve or disapprove, by a majority vote, of each appointment, at the General Board meeting following the election.
   4. If any officer is not approved, the Executive Board may then make an alternate appointment, and submit it to the General Board immediately.

B. If any office becomes vacant during the year, the appropriate Executive will appoint a replacement, to be approved by the General Board, as specified above.

C. The Business Manager and the Sales Manager will be elected by the members of the Business Department of the Yale Broadcasting Co., including the Treasurer. If this office becomes vacant, the Business Department will hold a new election as soon as possible.

D. The Sales Manager may be a non-member of the Yale Broadcasting Co., hired by the General Board, as may the Secretary. All other officers of the Operations Board must be active members of this organization. No non-member of the General Board of the Yale Broadcasting Co. may have a vote on the

Operations Board.

Section 3. Duties of Officers.

A. The Community Affairs Director shall:
   1. Be responsible for projects involving the links between the Corporation and the New Haven community.

B. The Public Relations Director shall:
   1. Be responsible for publicizing all station activities.
   2. Be responsible for all polling activities
   3. Be responsible for alumi relations.
   4. Submit monthly reports to the Program Director.

C. The News and Productions Director shall:
   1. Be responsible for news broadcasts, news reporting, and special productions.
   2. Submit a monthly report to the Program Director.

D. The Sports Director shall:
   1. Be repsonsible for all sports productions.
   2. Submit a monthly report to the Program Director.

E. The AM and FM Managers shall:
   1. Be responsible for program scheduling, operations, and productions in the Am and Fm outlets respectively.
   2. Submit monthly reports to the Program Director.

F. The Technical Director shall:
   1. Be responsible for the maintenance of all the technical equipment of the station.
   2. Make recommendations for the purchase of new technical equipment, and shall be responsible for the acquisition of equipment after approval by the General Board, or the Executive Board. Committee
   3. Submit monthly reports to Station Manager.

G. The Business Manager shall:
   1. Maintain all necessary financial records for the station.
   2. Submit monthly reports to the Treasurer.

H. The Sales Manager shall:
   1. Coordinate all selling operations and the sales staff.
   2. Be responsible for the maintenance and servicing of accounts.
   3. Submit monthly reports to the Treasurer.

I. The Secretary shall:
   1. Take complete minutes of the General Board, the Ex3cutive Board, and the Board of Governors and post them.

2. Keep a list of all persons attached to the station in any capacity.
3. Send notices of General Board meetings to all members at least five days prior to the meetings.
4. Post agendas of General Board meetings at least five days prior to the meeting.
5. Be a non-voting member of the Executive Board, but a voting member of the Operations Board, except in extraordinary circumstances (see Section 2, Part D of this Article).

Section 4. Powers and Procedures.

A. The Operations Board shall be responsible for the coordination of the various departments and sections of the Yale Broadcasting Co. Their meetings shall be for the purpose of discussing and planning the coordinated activity required for special projects or general station operation. The Board will have the power to intervene in the operation of any single department, only as described in Section 4, Part D, Number 2 of this Article.

B. Members of the Operations Board shall be responsible for the operation of their departments. They shall be responsible directly to the Executive Board member who appointed them.

C. Members of the Operations Board may create subordinate posts and delegate responsibility to active members, in order to run their departments more efficiently.

D. The Operations Board will meet when called by the Station Manager.

1. The Committee may meet in whole or in part.
2. A quorum of two-thirds of the members of the Operations Board shall only be required to approve apprppriations exceeding $200 or to take action in the name of the Operations Bard. The Station Manager shall have no vote on such occassions.

ARTICLE VII. BUSINESS DEPARTMENT.

Section 1. There shall be a Semi-autonomous Business Department.

Section 2. Members.

A. General Board members become Business Department members by appointment of the Treasurer. They must requestathis appointment.

B. Heelers may heel the Business Department and become members of the Department contigent upon their election to the General

Board. In this case, the Treasurer's approval is not necessary.

Section 3. Procedures.

A. The Department members shall elect a Business Manager and a Sales Manager. If Station Members, these two officers must be Department members prior to their election. Responsibility for employing persons in the name of the Yale Broadcasting Co. rests with General Board.

B. The Department shall vote remuneration to individual members from the commissions received by the Department as a whole. The Treasurer may not receive such remunerations, except for his personal commission earnings.

C. The Department will be responsible for the financial operations of the Station.

ARTICLE VIII. DISSOLUTION. In the event of dissolution of the Corporation, all remaining assets shall be given to a non-profit organization to be selected by a majority vote of the General Board at the time of dissolution.

ARTICLE IX. AMENDMENTS.

Section 1. These By-Laws may be amended by a vote of two-thirds of the members present and voting at a General Board meeting.

Section 2. Any member or officer of the Yale Broadcasting Co. may offer an amendment from the floor, however one week's notice of any proposed amendment must be given to the General Board in writing.

Section 3. No amendment to alter the non-profit status of the Corporation shall be recognizable.

ARTICLE X. ENACTMENT.

Section 1. These By-laws, as amended through November 20, 1968, shall become effective with respect to the election of the Executive Board for 1969-70 immediately.

Section 2. All provisions, election and non-election, of these By-Laws shall become effective on January 1, 1969.